# Army Nursing

## Leader Capabilities Map

Lead…Develop…
Achieve

Map Drill Down instructions:

1. Select topic you would like to view.
   *You will instantly view the corresponding screen.*
3. Select arrows to maneuver through the Drill Down.
2. Press “esc” on your keyboard to exit at any time.

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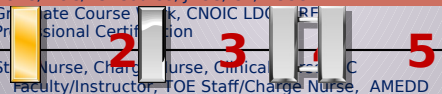
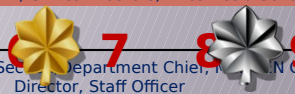
# Army Nursing

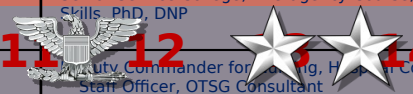
# Leader Capabilities

Lead…Develop…Achieve

| | Tactical/Direct | Operational/Organizational | Strategic |
|---|---|---|---|
| Foundational Thinking | Executes the vision.<br>Demonstrates unit level evidence based decision making.<br>Develops and expresses awareness. | Interprets the vision.<br>Critically analyzes organizational issues.<br>Is mindful of self and others when influencing change. | Provides visionary thinking OR develops realistic, credible, attractive organizational vision.<br>Critically analyzes strategic issues to drive policy.<br>Uses adaptive leadership to affect transformational change. |
| Personal Journey Disciplines | Seeks direct feedback and adjusts accordingly.<br>Applies new knowledge at work .<br>Learns from setbacks and failures as well as successes.<br>Sets initial personal, professional, and career goals.<br>Identifies positive role models and seeks advice. | Integrates feedback from multiple sources.<br>Shares new knowledge to benefit the organization.<br>Applies lessons learned.<br>Establishes and implements plan to achieve goals.<br>Establishes mentoring relationships with respected role models. | Values diverse perspectives and integrates into the enterprise decision making.<br>Develops and supports a culture of inquiry.<br>Uses lessons learned to effect change.<br>Defines and adjusts goals and plans; role models balance between professional and personal life.<br>Expands professional community and mentors others. |
| Systems Thinking | Understands unit level processes and the inter-relatedness of interdisciplinary roles, functions, and responsibilities.<br>Expresses and builds concern for unit's success.<br>Understands unit goals in concert. with the Commander's lines of effort<br>Responds to divergent inputs and chooses best practices. | Understands organizational processes and their inter-relatedness.<br>Takes responsibility for building loyalty and commitment throughout organization.<br>Aligns section goals in concert with Commander's lines of effort .<br>Assimilates knowledge and integrates divergent viewpoints. | Promotes and values systems thinking within and across healthcare systems.<br>Inspires loyalty and commitment.<br>Aligns organizational goals with the AMEDD and Army's Balanced Score Card and the current geopolitical environment.<br>Synthesizes and adapts internal and external viewpoints for the good of the organization. |
| Succession planning | Self motivated and motivates others.<br>Develops a succession plan for own position .<br>Prepares self for next leadership level.<br>Identifies and develops talent in staff. | Inspires, motivates, and guides others towards mission accomplishment.<br>Develops succession plans for subordinate positions in addition to own position.<br>Prepares self for next leadership level and provides opportunities for staff preparation .<br>Identifies and supports the development of talents in staff and matches talents to positions. | Intrinsically motivated to lead organizations; envisions the future with creative solutions.<br>Manages and supports the execution of succession planning for system, profession, self and subordinates.<br>Actively participates in, or self nominates for next leadership level .<br>Matches talents to jobs, roles or assignments. |
| Change Management | Identifies gaps in unit processes.<br>Utilizes evidence based theoretical framework to initiate unit change.<br>Adapts to changes and contingencies in transforming environments.<br>Suggests and is receptive to innovations. | Identifies gaps in organizational processes and develops resolutions.<br>Utilizes evidence based theoretical framework to implement, manage, and evaluate outcomes at the organizational .<br>Assesses and evaluates the environment to cultivate change to transform the organization.<br>Fosters and facilitates an environment conducive to innovation. | Evaluates the need for organizational change and guides implementation<br>Provides the strategic environment that fosters change and innovation.<br>Conveys the strategic and operational objectives of the Army and Department of Defense .<br>Supports creativity for positive change and evaluates outcomes. |
| Education | BOLC, AOC/ASI Course, JECC, C4, ACCC<br>Graduate Course Work, CNOIC LDC, RRF<br>Professional Certification | ILE, Clinical Masters, Anesthesia School, Baylor HCA, ANLC | Senior Service College, Interagency Course, AMEDD Executive Skills, PhD, DNP |
| Duty Positions | Staff Nurse, Charge Nurse, Clinical Specialist, OIC<br>Faculty/Instructor, TOE Staff/Charge Nurse, AMEDD Recruiter, ROTC Nurse Counselor, Division Nurse | Section Chief, Department Chief, Nurse Manager, CN Clinical Nurse OIC, Course Director, Staff Officer | Faculty Commander for Nursing, Hospital Commander, Senior Staff Officer, OTSG Consultant |




Time in Service

*Army Nursing Leadership Capability Map Drill Down*

*Foundational Thinking*

## Executes the vision

*Tactical/Direct*

- Understand command and unit mission and vision
- Incorporate the vision into clinical practice
- Demonstrate ability to articulate specific job functions that support mission and vision
- Express respect and care for patients, peers, and colleagues
- Guided by core values of organization
- Deliver Patient Family Centered Care

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*Army Nursing Leadership Capability Map Drill Down*

*Foundational Thinking*

# Interprets the vision

*Operational/ Organizational*

- Receive the organizational vision and communicate at all levels
- Provide feedback to strategic leaders on relevancy of the vision to tactical execution
- Able to identify key stakeholders and incorporate feedback into vision

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*Army Nursing Leadership Capability Map Drill Down*

*Foundational Thinking*

## Provides visionary thinking or develops realistic, credible, and attractive organizational vision

*Strategic*

- Evaluate strategic environment and develop clear vision for the organization
- Consistently communicate the vision and ensures its relevance to the organization's mission and the external environment
- Foster creativity in leaders; able to identify strengths and weaknesses of subordinate leaders
- Matches skills and talents of individuals with mission requirements

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*Foundational Thinking*

# Demonstrates unit level evidence-based decision making

*Tactical/Direct*

- Incorporate patient and family concerns into decision-making process
- Regularly read professional journal articles to improve clinical practice
- Eagerly identify opportunities to learn

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*Army Nursing Leadership Capability Map Drill Down*

*Foundational Thinking*

# Critically analyzes organizational issues

*Operational/ Organizational*

- Identify critical stakeholders and seek feedback to improve organization performance
- Incorporate research into clinical practice and strategic goals
- Foster learning environment; coach, teach, mentor all staff
- Demonstrate What Right Looks Like (WRLL) through example

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*Foundational Thinking*

# Critically analyzes strategic issues to drive policy

*Strategic*

- Interact with stakeholders to identify strategic goals and objectives for the organization
- Provide evaluation criteria in course of action development
- Monitor organizational performance and seize opportunities to provide resources for improving organizational performance

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# *Army Nursing Leadership Capability Map Drill Down*

*Foundational Thinking*

*Tactical/Direct*

## Develops and expresses self-awareness

- Develop internal standards, ethics, and values
- Evaluate internal standards, ethics, and values in comparison to external expressions
- Compare internal standards, ethics, and values to peers and is able to identify favorable and unfavorable attributes in self and others

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*Foundational Thinking*

# Is mindful of self and others when influencing change

*Operational/ Organizational*

- Demonstrate behaviors consistent with internal standards, ethics, and values (What Right Looks Like)
- Evaluate desirable standards, ethics, and values in subordinates – uses formal and informal feedback tools to communicate (PxP, LCM, JODSF, counseling)
- Demonstrate adaptive leadership style to incorporate and foster positive relationships throughout the organization

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*Army Nursing Leadership Capability Map Drill Down*

*Foundational Thinking*

## Uses adaptive leadership to affect transformational change

*Strategic*

- Recognize environmental cues to identify opportunities to demonstrate various leadership principles
- Reward desirable standards, ethics, and values in the organization's strategic environment
- Recognize own leadership strengths and weaknesses and is able to alter leadership style to a variety of situations

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*Personal Journey Disciplines*

# Seeks direct feedback and adjusts accordingly

*Tactical/Direct*

- Use feedback from superiors, peers and subordinates to better understand your role (role clarity) and improve your performance
- Meet quarterly with your immediate supervisor to discuss job expectations and performance
- Set goals for yourself in response to feedback regarding job performance and officership
- Listen for understanding of situations prior to responding
- Participate in peer feedback program

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*Personal Journey Disciplines*

# Integrates feedback from multiple sources

*Operational/ Organizational*

- In partnership with chain of command, seek and consider continuous feedback from staff , patients and families (e.g., focus groups), and other disciplines regarding the workplace environment and respond with appropriate action
- Encourage downward, upward and multi-source feedback so that all parties have a good understanding of what is expected
- Reduce barriers to seeking feedback from the above sources (provide opportunities for mutual communication – verbal and/or written)
- Provide direct feedback to staff on a regular basis regarding expectations, and acknowledge and reward accomplishments and/or address needed improvements including the consequences of not meeting performance requirements
- Department has been cited on applicant feedback as a workp of choice

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*Personal Journey Disciplines*

# Values diverse perspectives and integrates into the enterprise decision making

*Strategic*

- Staff perceive a positive, supportive feedback environment and knows what is expected to be successful in the enterprise
- Create a systematic infrastructure to elicit feedback to serve as a general tool for communication within organization
  (email, blog, toll-free number, suggestion box)
- Create a direct link for receiving good ideas to improve safety or operations and rewards those whose actions merit it

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*Army Nursing Leadership Capability Map Drill Down*

*Personal Journey Disciplines*

## Applies new knowledge at work

*Tactical/Direct*

- Read journal articles and attend inservices monthly
- Research unfamiliar diagnoses/meds on assigned patients and utilize the information in developing the plan of care
- Change practice as a result of knowledge gained through reading, CEU presentations, conferences, etc
- Use evidence derived from performance improvement and other nursing metrics to improve care delivery

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*Personal Journey Disciplines*

# Shares new knowledge to benefit the organization

*Operational/ Organizational*

- Utilize evidence-based practice guidelines and/or information gained through department/organizational performance improvement metrics to improve nursing practice or departmental effectiveness
- Facilitate exchange of information on best practices across department/organization
- Seek new knowledge through professional reading, education and networking and share knowledge with subordinates

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*Personal Journey Disciplines*

# Develops and supports a culture of inquiry

*Strategic*

- Support and encourage unit/department level evidence based practice or performance improvement projects to improve patient outcome
- Allocate resources to support new projects/innovations and/or professional education for staff
- Support/encourage innovation at all levels and are willing to implement change based on ideas from subordinates
- Facilitate exchange of information on best practices between MTFs
- Elevate issues to AN Practice Council for decision
- Utilize the Clinical Inquiry cells

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*Personal Journey Disciplines*

# Learns from setbacks and failures as well as successes

*Tactical/Direct*

- Maintain focus and momentum despite temporary problems or setbacks
- Apply reason to a setback or mistake to set yourself up to learn something from the experience
- Recognize that problems, setbacks, mistakes and losses are all a part of life

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*Personal Journey Disciplines*

# Applies lessons learned

*Operational/ Organizational*

- Adjust behaviors and practices as a result of feedback from supervisors, peers, or other external inputs
- When setbacks are encountered, know when to call it quits and when to keep moving forward
- Take ownership and accountability for the mistakes and setbacks of team
- Collect observations/lessons learned (i.e. After Action Reports) and periodically review the collected lessons to make process improvements for persistent problems

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*Personal Journey Disciplines*

## Uses lessons learned to effect change

*Strategic*

- Pursue innovation rather than “playing it safe”; take risks in order to move the organization forward
- Use the Root Cause Analysis (RCA), Failure Mode Effects Analysis (FMEA), or Lean Six Sigma techniques to investigate problems and change processes to improve outcomes
- Employ a systematic process for collecting and translating key lessons into practice

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*Personal Journey Disciplines*

# Sets initial personal, professional, and career goals

*Tactical/Direct*

- Establish short, intermediate and long range goals and share them with rating chain (JODSF, support form, Individual Development Plan)
- Actively pursue experiences in other care environments to develop and validate goals
- Identify the training, education and experience required to reach long term goals
- Prepare for/take Graduate Record Exam
- Ensure personal and professional goals are complimentary
- Consider personal goals when establishing timeline for achieving professional goals
- Have goals and interests outside of work

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*Army Nursing Leadership Capability Map Drill Down*

*Personal Journey Disciplines*

# Establishes and implements plan to achieve goals

*Operational/ Organizational*

- Selected, enrolled, and completed an advanced degree to develop an advanced skill set consistent with interests and goals
- Apply the skills acquired during advanced military and civilian education to a clinical, administrative, or leadership assignment
- Support form and rater/senior rater counseling identify short and long term goals and tasks and steps to achieve them
- Seek continued military studies to build your Army Officer skills
- Re-evaluate life goals and make adjustments as

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*Personal Journey Disciplines*

# Defines and adjusts goals and plans; role models balance between professional and personal life

*Strategic*

- Engage in two way communication with leaders (MTF, Nurse Corps, AMEDD) to get feedback on strengths and weaknesses and to identify opportunities and roles that are a match for demonstrated talents
- Identify a realistic retirement timeline and initiated planning (financial, medical, career) to successfully accomplish the plan
- Evaluate whether to compete for DCN positions, Command and/or Senior Service College

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*Personal Journey Disciplines*

# Identifies positive role models and seeks advice

*Tactical/Direct*

- Identify colleagues or senior staff in unit/section that you respect or admire
- Discover what traits they exhibit that you would like to emulate
- Utilize experienced staff members/supervisors in work area to help you learn and improve as a clinician/officer/leader

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*Personal Journey Disciplines*

# Establishes mentoring relationships with respected role models

*Operational/ Organizational*

- Identify a senior staff member/colleague(s) whom you trust as a resource for advice and counsel
- Establish and maintain a mentor relationship with a senior member of the organization
- Open to others who seek mentorship from you

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*Personal Journey Disciplines*

# Expands professional community and mentors others

*Strategic*

- Facilitate formal and/or informal mentorship programs in your department/organization
- Network outside the organization to seek mentors/role models
- Offer yourself as a mentor to others both within and outside the organization

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*Systems Thinking*

# Understands unit level processes and the inter-relatedness of inter-disciplinary roles, functions, and responsibilities

*Tactical/Direct*

- Share and communicate information effectively
- Involve other disciplines in your plan of care for patients
- Able to anticipate the needs of patients
- Introduce new concepts into the patient care plan
- Plan for complex and unforeseen effects/outcomes
- Incorporate visual cues when educating patients about their disease/condition

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*Army Nursing Leadership Capability Map Drill Down*

*Systems Thinking*

# Understands organizational processes and their inter-relatedness

*Operational/ Organizational*

- Understand that unintended consequences might impact patient care delivery, staff satisfaction and mission requirements
- Infuse and monitor new initiatives/improved standards of care (i.e. access to care and transition of care) across the organization
- Facilitate crucial conversations involving high risk/life altering decisions
- Comfortable working in interdependent relationships
- Seek out opportunities to decentralize decision making down to the level of point of care

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*Systems Thinking*

# Promotes and values systems thinking within and across healthcare systems

*Strategic*

- Consistently engage in interdependent relationships
- Design and implement high leverage interventions for problematic system issues
- Understand the impact of ongoing, reciprocal relationships at work

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*System s Thinkin g*

## Expresses and builds concern *Tactical/Direct* for unit's success

- Contribute to creating a positive work environment
- Strive to be part of the solution
- Actively involved in unit and hospital committees
- Contribute innovative ideas/suggestions at staff/department meetings
- Advocate for the advancement of care delivery services

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*Systems Thinking*

# Takes responsibility for building loyalty and commitment throughout organization

*Operational/ Organizational*

- Ensure the effective dissemination of information
- Include subordinates in decision making
- Foster an environment of professional growth and accountability
- Foster inquiry and commitment to staff development initiatives
- Assimilate learning into the department culture

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*Systems Thinking*

# Inspires loyalty and commitment

*Strategic*

- Visible to staff
- Provide timely feedback to staff concerns
- Have an active staff recognition and rewards program
- Keep subordinates informed of plans, goals, philosophies and requirements
- Support shared decision making
- Sustain the “nursing community”
- Make decisions based on the vision, mission and the best direction for the organization

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*Systems Thinking*

## Understands unit goals in concert with the Commander's lines of effort

*Tactical/Direct*

- Know the commander’s mission and vision
- Incorporate the mission and vision into daily work

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*Systems Thinking*

## Aligns section goals in concert with Commander's lines of effort

*Operational/ Organizational*

- Integrate the mission and vision with the direction of the section
- Assess and utilize leverage points to facilitate program development and improvements

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*Systems Thinking*

# Aligns organizational goals with the AMEDD and Army's Balanced Score Card and the current geopolitical environment

*Strategic*

- Translate the mission and vision into actionable priorities
- Influence the direction of organization through effective planning
- Communicate holistic assessments to support sound decision making

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*Systems Thinking*

## Responds to divergent inputs and chooses best practices *Tactical/Direct*

- Solicit feedback from patients, peers and supervisors
- Incorporate feedback into your practice
- Look for best practices and apply them at work
- Involve yourself in research

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*System s Thinkin g*

# Assimilates knowledge and integrates divergent viewpoints

*Operational/ Organizational*

- Use feedback and best practices to enhance mission accomplishment
- Include feedback and best practices in the vision for the section
- Communicate patient safety and other legal requirements in non-nursing forums to support sound and patient/family centered services
- Incorporate research and evidence based practice
- Partner with academic institutions and civilian counterparts
- Enroll in distance learning or certificate programs to enhance knowledge

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*Systems Thinking*

# Synthesizes and adapts internal and external viewpoints for the good of the organization

*Strategic*

- Value the importance of receiving feedback from the staff
- Have a system to receive feedback from internal and external customers
- Philosophy promotes the use of best practices
- Promote the value of research and evidence based practice

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*Succession Planning*

# Self motivated and motivates others

*Tactical/Direct*

- Involved with clinical or leadership committees
- Provide quarterly coaching/counseling sessions to your subordinates that are candid, individualized and meaningful
- Write objective and candid OERs
- Facilitate opportunities for growth and leadership for your subordinates
- Challenge yourself to reach potential

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*Succession Planning*

# Inspires, motivates, and guides others towards mission accomplishment

*Operational/ Organizational*

- Demonstrate that you are a truthful, credible, adaptive, and self-aware leader
- Courageous leaders provide candid and objective evaluations. What do the evaluations you write look like? How do you ensure you are presenting an accurate picture of those you evaluate?

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*Succession Planning*

# Intrinsically motivated to lead organizations; envisions the future with creative solutions

*Strategic*

- Lead from the front and demonstrate strategic thinking
- Well-read, self-aware, adaptive leader
- Support staff autonomy
- Empower and decentralize leadership, allowing for initiative within intent
- Cultivate change at the organizational level

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*Succession Planning*

# Develops a succession plan for own position

*Tactical/Direct*

- Develop continuity book for own position
- Groom top performers for integral parts of position to provide a seamless transition of new leadership and ensure adequate support

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*Succession Planning*

# Develops succession plans for subordinate positions in addition to own positions

*Operational/ Organizational*

- Coach subordinates to gain knowledge needed at next level
- Self-score (0-10) how well you have developed your subordinates
- Assist subordinates in setting goals and projecting future assignments that will facilitate reaching them

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*Succession Planning*

## Manages and supports the execution of succession planning for system, profession, self, and subordinates

*Strategic*

- Promote Army nursing as a desirable profession
- Conduct objective and candid evaluations of subordinate leaders
- Facilitate retention of quality Army nurses
- Use network building with civilian counterparts
  (i.e. School of Nursing faculty, VA, Magnet

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*Succession Planning*

# Prepares self for the next leadership level

*Tactical/Direct*

- Attend appropriate developmental courses to prepare for the next leader level
- Lead clinical teams as team leader or Charge nurse; sponsor new officers and precept new nurses
- Contribute to or lead Evidence Based Practice or Performance Improvement projects
- Present clinical lectures and/or poster presentations to colleagues
- Gain experience in the TO&E environment through deployment, field exercises, or training

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*Army Nursing Leadership Capability Map Drill Down*

*Succession Planning*

# Prepares self for next leadership level and provides opportunities for staff preparation

*Operational/ Organizational*

- Attend appropriate developmental courses (i.e. CCC, ILE, ANLC)
- Assist clinical staff with conducting Evidence Based Practice activities or poster presentations
- Conduct clinical research and/or EBP projects with subordinates on team
- Publish/co-publish articles in scientific journals
- Present at scholarly conferences with subordinates on team

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*Succession Planning*

# Actively participates in, or self nominates for next leadership level

*Strategic*

- Self-nominate for Branch Immaterial boards, Command, or AN Key Leader billets
- Participate in strategic initiatives such as Imperative Action Teams or Executive Board of Directors

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*Succession Planning*

# Identifies and develops talent in staff

*Tactical/Direct*

- Coach subordinates and peers as they lead committees and short-term projects with short end states
- Know assigned staff (i.e. goals, passions, and talents)
- Facilitate growth of identified talent

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*Succession Planning*

*Operational/ Organizational*

# Identifies and supports the development of talents in staff and matches talents to positions

- Able to match each subordinate staff's talents and potential with their responsibilities and roles
- Identify high achievers and skilled leaders and challenge them with increased responsibilities, projects, and leadership positions
- Nominate top performers for schooling, conferences, and positions such as recruiting/ROTC, clinical research teams, and C.J. Reddy Conference
- Promote nursing management as a desirable

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*Succession Planning*

# Matches talents to jobs, roles, or assignments

*Strategic*

- Establish mechanisms that provide for early identification and mentoring of those with strategic leadership potential
- Prepare leaders to operate with competence and confidence in ambiguous and frequently changing circumstances

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*Change Management*

# Identifies gaps in unit processes

*Tactical/Direct*

- Understand unit business processes and plans
- Incorporate processes and plans into daily activities
- Assess unit processes in relation to the business of the unit

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*Change Management*

# Identifies gaps in organizational processes and develops resolutions

*Operational/ Organizational*

- Review processes, identifies processes and procedures for improvement and communicates and coordinates need for change

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*Change Management*

# Evaluates the need for organizational change and guides implementation

*Strategic*

- Validate/establish sense of urgency and incorporate strategic vision for change

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*Change Management*

# Utilizes evidence based theoretical framework to initiate unit change

*Tactical/Direct*

- Incorporate research and network resources to plan and implement change
- Communicate vision and create coalition for change
- Utilize decision making process and model confidence in decision-making
- Empower team members

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*Change Management*

# Utilizes evidence based theoretical framework to implement, manage, and evaluate outcomes

*Operational/ Organizational*

- Validate evidence and methodology for change proposals
- Guide/oversee/direct transition between change and organizational success

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*Change Management*

# Provides the strategic environment that fosters change and innovation

*Strategic*

- Encourage and reward free flow thinking
- Effect policy change to eliminate barriers and drive initiatives/imperatives
- Ensure necessary resources are available to successfully facilitate change

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*Change Management*

# Adapts to changes and contingencies in transforming environments

*Tactical/Direct*

- Remain flexible but focused in fluid environment
- Conduct reassessment of achieved metrics/outcomes

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*Change Management*

# Assesses and evaluates the environment to cultivate change to transform the organization

*Operational/ Organizational*

- Use outcomes to change system structure and policies that do not align

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*Change Management*

*Strategic*

# Conveys the strategic and operational objectives of the Army and Department of Defense

- Provide feedback in structured and planned environment
- Maintain open discussion forum

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*Change Management*

# Suggests and is receptive to innovations

*Tactical/Direct*

- Generate ‘out of the box’ thinking and nontraditional ideas, activities, and actions
- Synthesize unit behaviors and outcomes to support success of changes

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*Change Management*

# Fosters and facilitates an environment conducive to innovation

*Operational/ Organizational*

- Constantly communicate the vision and strategy to team members
- Lead and foster non-traditional thinking consistent with military protocol
- Study and validate innovation
- Monitor and energize processes to sustain success
- Reward and develop team members
- Remove barriers of change
- Evaluate change for new educational requirements and provide learning

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*Change Management*

*Strategic*

# Supports creativity for positive change and evaluates outcomes

- Balance innovation with military/DoD environment and strategic objectives

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# Army Nursing

## Leader Capabilities Map

Lead…Develop…Achieve

# Education

| *Tactical/Direct* | *Operational/Organizational* | *Strategic* |
| --- | --- | --- |
| BOLC, AOC/ASI Course, JECC, C4, ACCC Graduate Course Work, CNOIC LDC, Professional Certification | ILE, Clinical Masters, Anesthesia School, Baylor HCA, ANLC | Senior Service College, Interagency Course, AMEDD Executive Skills, PhD, DNP |

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# Army Nursing

## Leader Capabilities Map

Lead…Develop…
Achieve

## Duty Positions

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| *Tactical/Direct* | *Operational/Organizational* | *Strategic* |
|---|---|---|
| Staff Nurse | Section/Department Chief | Deputy Commander for Nursing |
| Charge Nurse | MEDCEN Clinical Nurse OIC | Hospital Commander Senior Staff Officer |
| Clinical Nurse OIC | Course Director | OTSG Consultant |
| Faculty/Instructor | Staff Officer | |
| TOE Staff/Charge Nurse AMEDD | | |
| Recruiter | | |
| ROTC Nurse | | |
| Counselor Brigade Nurse | | |

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